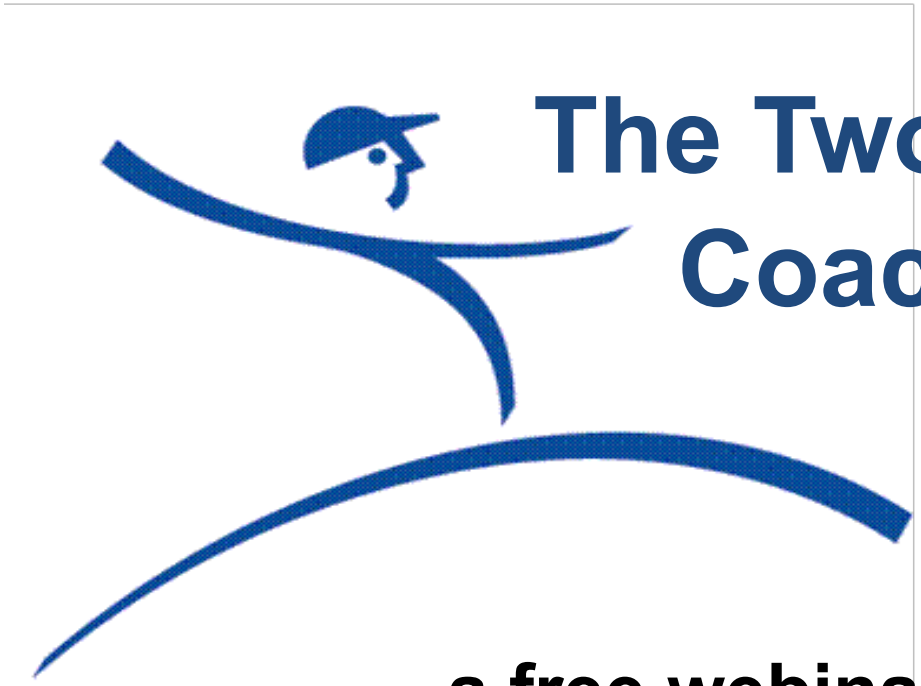


The Two Basic Forms of Coaching for Lean

a free webinar with David Verble

Lean Transformations Group
Lean Enterprise Institute Faculty Member

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Housekeeping

To enlarge slides, use the “expand window” icon just beneath the slides on your display console

To adjust the sound, use the volume control on the console or on your computer

Ask questions at any time during the presentation by using the question box on your console. We will answer them during the Q&A part of the webinar

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

2014 Lean Coaching Summit

JULY 29-30, 2014

Lean Enterprise Institute

LEAN FRONTIERS

Join us in Long Beach, CA!

TOPICS COVERED

- Lean as a learning system
- Patterns of behavior and thinking that lead to a workforce of problem solvers
- How to assess your personal effectiveness as coach
- Questioning as a critical and learnable skill
- The role of servant leadership in the lean coaching model
- The optimal situation – coaches developing coaches
- TWI's role in developing front-line supervisors
- Management practices that stifle lean thinking

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

LTG

David Verble

Today's Speaker

- 14 years in management & organizational development, Toyota
- LEI faculty, coaching facilitator
- Co-author, *Perfecting Patient Journeys,* Shingo Research Award
- Helps companies implement lean principles through the Lean Transformations Group and the Lean Enterprise Institute

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Topic: Matching Your Coaching Approach to Your Reason for Coaching

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Topic: Matching Your Coaching Approach to Your Reason for Coaching

OVERVIEW:

- Opening: Question & Think Together
- 1st Question: *"What are the two basic forms of coaching for lean?"*
- 2nd Question: *"Why does Coaching for Development have to be fundamentally different from Coaching for Correction?"*
- 3rd Question: *"What is Humble Inquiry; what are you trying to accomplish; how do you do it?"*
- Questions for the Presenter: Who will try to answer
- Wrap up:

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Purpose: Raise the question:

Why is the coaching that comes naturally to us often not the best for building a problem solving culture?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Purpose: Raise the question:

Why is the coaching that comes naturally to us often not the best for building a problem solving culture?

People: Me, with a microphone and the slides;

You, out there listening and watching and unfortunately unable to talk back

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

LTG

Purpose: Raise the question:

Why is the coaching that comes naturally to us often not the best for building a problem solving culture?

People: Me, with a microphone and the slides;

You, out there listening and watching and unfortunately unable to talk back

Process:

- I will ask a lot of questions;
- Please talk back inside your heads
- I will share my thoughts on the questions
- At the end you can put questions to me

© David Verble, LTG, All Rights Reserved, 2014

Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

LTG

1st Key Question: *What are the two basic forms of coaching for lean?*

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

1st Key Question: *What are the two basic forms of coaching for lean?*

That raises two other questions:

- *When should you use each one?*
- *Why is Coaching for Correction easier than Coaching for Development?*

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Have you been in a management review of a problem report, project or A3?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Have you been in a management review of a problem report, project or A3?

What do managers and executives usually do? Negative feedback? Blaming questions? “Suggestions” of what to do or think about?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Have you been in a management review of a problem report, project or A3?

What do managers and executives usually do? Negative feedback? Blaming questions? “Suggestions” of what to do or think about?

What do most think they are doing? ***Coaching???***

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Have you been in a management review of a problem report, project or A3?

What do managers and executives usually do? Negative feedback? Blaming questions? "Suggestions" of what to do or think about?

What do most think they are doing? ***Coaching???***

Why do they (and we) tend assume that's coaching?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Maybe because we don't see the difference between **Coaching for Correction** and **Coaching for Development**

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Maybe because we don't see the difference between **Coaching for Correction** and **Coaching for Development**

Coaching for Correction

is usually focused on pointing out or fixing problems in the other person's behavior, decision making or performance

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Maybe because we don't see the difference between **Coaching for Correction** and **Coaching for Development**

Coaching for Correction

is usually focused on pointing out or fixing problems in the other person's behavior, decision making or performance

Coaching for Development

is usually focused on getting the other person to see and think for him or herself so he/she can grow in problem solving and job handling capability..

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Correction or Performance Improvement look like?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Correction or Performance Improvement look like?

- You point out to someone something they are not getting done or doing the way it should be done.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Performance Improvement for Correction look like?

- You point out to someone something they are not getting done or doing the way it should be done.
- You give them feedback on what you see them doing wrong.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Correction or Performance Improvement look like?

- You point out to someone something they are not getting done or doing the way it should be done.
- You give them feedback on what you see them doing wrong.
- You tell them the right way to do it.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Correction or Performance Improvement look like?

- You point out to someone something they are not getting done or doing the way it should be done.
- You give them feedback on what you see them doing wrong.
- You tell them the right way to do it.
- You challenge them to try to do it the way you “suggest.”

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Development look and sound like?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Development look and sound like?

- You give someone something they are responsible for achieving

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Development look and sound like?

- You give someone something they are responsible for achieving
- You give them time to think about the “Means” for getting to “Ends” you have asked them to reach

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Development look and sound like?

- You give someone something they are responsible for achieving
- You give them time to think about the “Means” for getting to “Ends” you have asked them to reach
- You ask them to describe the “Means” they have in mind and ask questions about why they believe that will achieve “Ends” they need to reach.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Development look and sound like?

- You give someone something they are responsible for achieving
- You give them time to think about the “Means” for getting to “Ends” you have asked them to reach
- You ask them to describe the “Means” they have in mind and ask questions about why they believe that will achieve “Ends” they need to reach.
- You let them try what they have in mind if the risk is reasonable or manageable

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

What does Coaching for Development look and sound like?

- You give someone something they are responsible for achieving
- You give them time to think about the “Means” for getting to “Ends” you have asked them to reach
- You ask them to describe the “Means” they have in mind and ask questions about why they believe that will achieve “Ends” they need to reach.
- You let them try what they have in mind if the risk is reasonable or manageable
- You have them report what happened and ask them why they think things turned out as they did

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

One is not right and the other wrong. It depends on what you are trying to accomplish as a coach.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

One is not right and the other wrong. It depends on what you are trying to accomplish as a coach.

But one is a lot harder to do than the other. Giving feedback and telling others how to do things correctly seems a lot easier for us than giving others responsibility to think, asking questions about what they think and why they think it, letting them try what they think and asking them to reflect on what happened and why they think they got the outcome they did.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for you:

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for you:

Why do you think Coaching for Correction comes so naturally for us?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for you:

Why do you think Coaching for Correction comes so naturally for us?

What is it about Coaching for Development that seems more difficult?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for you:

Why do you think Coaching for Correction comes so naturally for us?

What is it about Coaching for Development that seems more difficult?

Which feels better when you are on the receiving end?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for you:

Why do you think Coaching for Correction comes so naturally for us?

What is it about Coaching for Development that seems more difficult?

Which feels better when you are on the receiving end?

Which gets better results?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

It depends on what those results are and the purpose of the coaching

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

It depends on what those results are and the purpose of the coaching

Coaching for Correction is focused on immediate Performance: It's to get things done: fix the problem, improve the performance, correct the mistake, get things on the right track. And speed is usually the underlying consideration. Get it done now. Get it done quickly. The coach is the one feeling the responsibility. Coaching for Correction is usually focused just on the results of the performance.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching for Development has a different purpose and aims for a different result.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching for Development has a different purpose and aims for a different result.

Coaching for Development is focused on the other person as a person and performer. It's about helping him or her learn how to make better use of his or her skills and grow his or her capability as a performer and contributor. Coaching for Development is an investment of time, effort and patience for a longer-term result. The coach will benefit from the other person's growth as a performer but it will mainly be through the person being able to do more on his or her own without constant direction.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

You Have Options as a Coach:
It depends on what your intent is

Correct/Direct

Tell/Show

Advise/Suggest

Question to Investigate

Question to Raise Awareness

Question to Prompt Questioning

Question to Prompt Thinking

Support Self-Development

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

You Have Options as a Coach:
It depends on what your intent is

Correct/Direct

Tell/Show

Advise/Suggest

Question to Investigate

Coach is doing the Thinking

Question to Raise Awareness

Question to Prompt Questioning

Question to Prompt Thinking

Support Self-Development

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

You Have Options as a Coach:

It depends on what your intent is

Correction

Correct/Direct

Tell/Show

Advise/Suggest

Question to Investigate

Coach is doing the Thinking

Question to Raise Awareness

Question to Prompt Questioning

Question to Prompt Thinking

Support Self-Development

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

You Have Options as a Coach:

It depends on what your intent is

Correction

Correct/Direct

Tell/Show

Advise/Suggest

Question to Investigate

Coach is doing the Thinking

Question to Raise Awareness

Question to Prompt Questioning

Question to Prompt Thinking

Support Self-Development

Other Person is Prompted to do the Thinking

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

You Have Options as a Coach:

It depends on what your intent is

Correction

Correct/Direct

Tell/Show

Advise/Suggest

Question to Investigate

Coach is doing the Thinking

Question to Raise Awareness

Question to Prompt Questioning

Question to Prompt Thinking

Support Self-Development

Other Person is Prompted to do the Thinking

Development

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

LTG

2nd Key Question: *Why does Coaching for Development have to be fundamentally different from Coaching for Correction?*

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

2nd Key Question: *Why does Coaching for Development have to be fundamentally different from Coaching for Correction?*

Critical Related Question:

Why is it so hard for us to coach someone else on their problem solving thinking?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Inescapable Principle of Coaching for Development

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Inescapable Principle of Coaching for Development

If you are coaching

to help others develop their

capability to think and solve

problems

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Inescapable Principle of Coaching for Development

If you are coaching

to help others develop their

capability to think and solve

problems

you have to let them THINK

– not tell them what to think.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Telling… and showing…can work pretty well when you are trying to help somebody learn a skill or process or to help them correct their performance

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Telling… and showing…can work pretty well when you are trying to help somebody learn a skill or process or to help them correct their performance

Telling someone what to do or think doesn't work as well when it comes to their thinking about how to apply a process they already know – or think they know.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Telling… and showing…can work pretty well when you are trying to help somebody learn a skill or process or to help them correct their performance

Telling someone what to do or think doesn't work as well when it comes to their thinking about how to apply a process they already know – or think they know.

Problem solving is a process that requires thinking…and most people think they know how to do it.

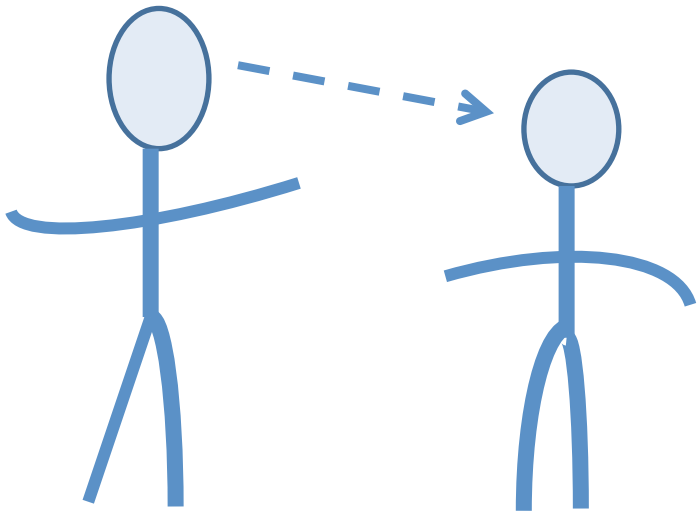
© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching Another on his/her Problem Solving Thinking is a **Relationship**

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching Another on his/her Problem Solving Thinking is a **Relationship**

BUT NOT THIS KIND…



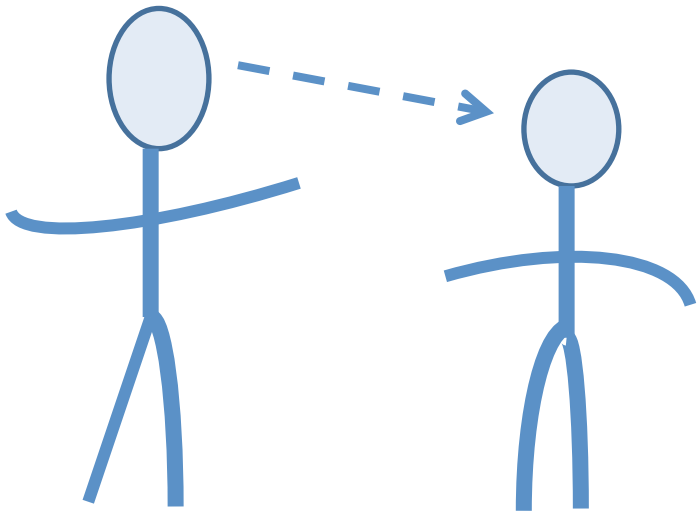
Top-Down
& Directive

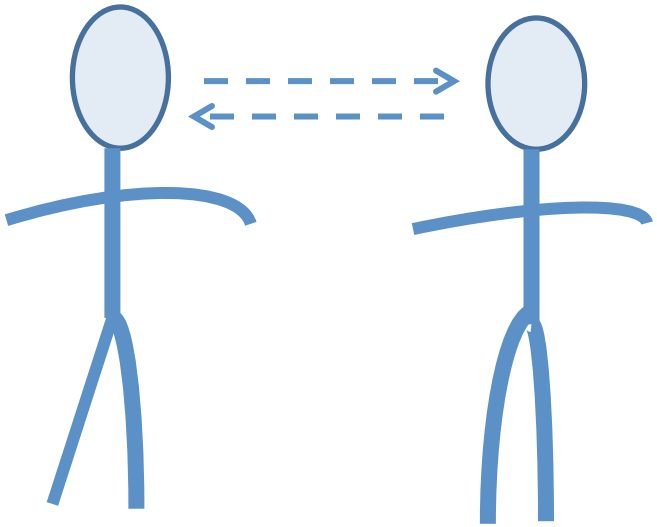
© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching Another on his/her Problem Solving Thinking is a **Relationship**

BUT NOT THIS KIND…

It has to be THIS KIND!





Top-Down & Directive

Equals Thinking Together

© David Verble, LTG, All Rights Reserved, 2014

Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Why is it so difficult for us to coach someone else on their problem solving thinking?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Why is it so difficult for us to coach someone else on their problem solving thinking?

….Because it is hard for us to listen to what someone else is thinking or a problem he/she is dealing with without jumping in and giving them the benefit of our thinking?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for You to Think about:

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for You to Think about:

What goes on in your mind when someone starting telling you about a problem the or she has?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for You to Think about:

What goes on in your mind when someone starting telling you about a problem the or she has?

What do you want to do?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for You to Think about:

What goes on in your mind when someone starting telling you about a problem the or she has?

What do you want to do?

Why do we react like that?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for You to Think about:

What goes on in your mind when someone starting telling you about a problem the or she has?

What do you want to do?

Why do we react like that?

What's usually the reaction of the other person?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Now think about the impact if you do that when you are coaching someone

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Now think about the impact if you do that when you are coaching someone

What happens when you start bringing your own ideas and suggestions into coaching someone on a problem she or he is trying to solve?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Now think about the impact if you do that when you are coaching someone

What happens when you start bringing your own ideas and suggestions into coaching someone on a problem she or he is trying to solve?

What happens to the other person?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Now think about the impact if you do that when you are coaching someone

What happens when you start bringing your own ideas and suggestions into coaching someone on a problem she or he is trying to solve?

What happens to the other person?

What happens to you when you are the problem owner and the person coaching you has a higher position?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Also, Why is it so difficult for us to keep from jumping in with our own thinking – or asking questions to lead the other person toward our ideas – when we are coaching them on their effort to solve a problem or even just hearing about a problem they have?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Also, Why is it so difficult for us to keep from jumping in with our own thinking – or asking questions to lead the other person toward our ideas – when we are coaching them on their effort to solve a problem or even just hearing about a problem they have?

….Because we tend to assume we know more about the situation or the problem that we actually do.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questions for you:

Why do we assume we know enough from our own challenges and experiences to be able to tell them how to handle such situations?

Why do we act like we know as much – or even more – about their problem situations than they do?

What is the likelihood that we actually do?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

These natural human tendencies are our challenges when we try Coaching for Development

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

These natural human tendencies are our challenges when we try Coaching for Development

We respond to problems (others and our own) by immediately going from a sense of the problem to a solution.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

These natural human tendencies are our challenges when we try Coaching for Development

We respond to problems (others and our own) by immediately going from a sense of the problem to a solution.

And we do this based on assuming we know a lot more about what is actually happening than we really do.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

These natural human tendencies are our challenges when we try Coaching for Development

We respond to problems (others and our own) by immediately going from a sense of the problem to a solution.

And we do this based on assuming we know a lot more about what is actually happening than we really do.

We run into these same challenges in our basic human nature when we try to coach others on their problem solving thinking.

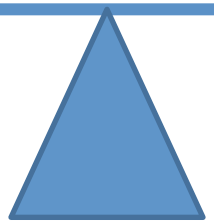
© David Verble, LTG, All Rights Reserved, 2014

Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

LTG

Therefore, Developmental Coaching -- is a balancing act

Keep Coachee thinking



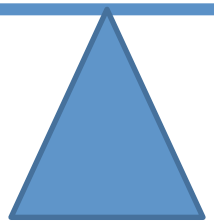
Help Coachee succeed

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Therefore, Developmental Coaching -- is a balancing act

Keep Coachee thinking

Don't take over the problem solving thinking



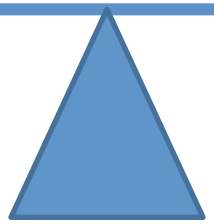
Help Coachee succeed

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Therefore, Developmental Coaching -- is a balancing act

Keep Coachee thinking

Don't take over the problem solving thinking



Help Coachee succeed

But help her/him be more aware of where her/his problem solving thinking is not sound PDCA process

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

3rd Key Question: *What is Humble Inquiry; what are you trying to accomplish; how do you do it?"*

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

3rd Key Question*: What is Humble Inquiry; what are you trying to accomplish; how do you do it?"*

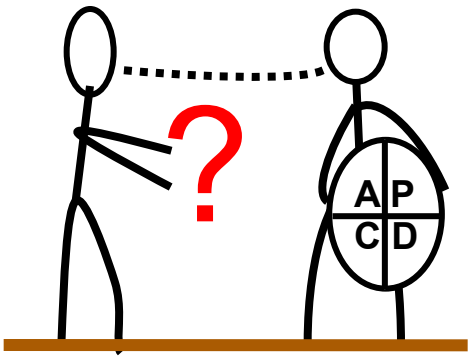
Related Question:

What is the value added of Humble Inquiry in Coaching for Development

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching Problem Solving Thinking: an Essential Behavior

HUMBLE INQUIRY

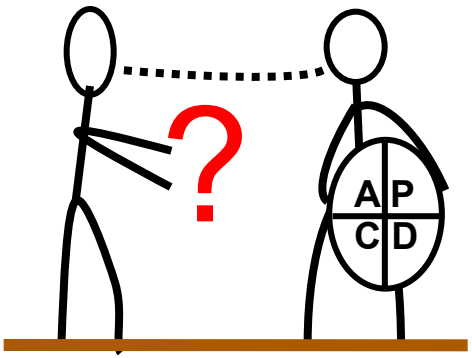


© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching Problem Solving Thinking: an Essential Behavior

HUMBLE INQUIRY

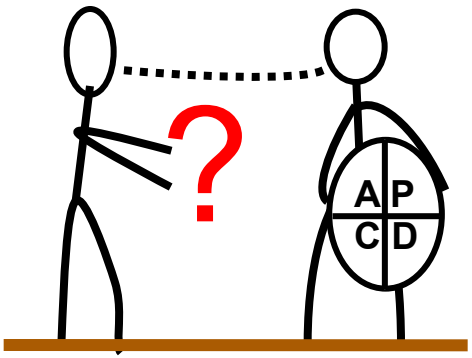
- Asking open-ended questions that truly seek to learn what the other knows



© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching Problem Solving Thinking: an Essential Behavior

HUMBLE INQUIRY

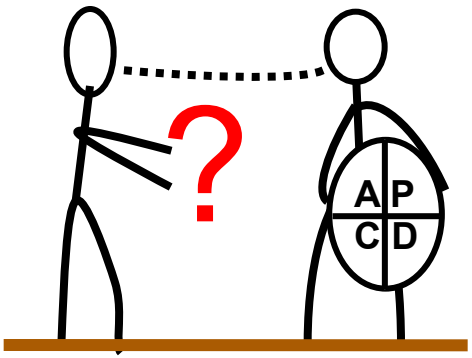


- Asking open-ended questions that truly seek to learn what the other knows
- Asking questions you don't think you already know the answers to

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching Problem Solving Thinking: an Essential Behavior

HUMBLE INQUIRY



- Asking open-ended questions that truly seek to learn what the other knows
- Asking questions you don't think you already know the answers to
- Asking questions that show respect for the other's ability to think

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

- *What's good about open-ended questions.*

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

- *What's good about open-ended questions.*
- They allow the other person to respond with whatever he/she knows or is thinking.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

- *What's good about open-ended questions.*
- They allow the other person to respond with whatever he/she knows or is thinking.
- *What's bad about closed (yes/no) questions.*

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

- *What's good about open-ended questions.*
- They allow the other person to respond with whatever he/she knows or is thinking.
- *What's bad about closed (yes/no) questions.*
- They lead the other person toward responding to what you know or are thinking rather than letting him or her do their own thinking.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

But Humble Inquiry is not just about the kind of questions you ask; it's about why you are asking them.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

LTG

But Humble Inquiry is not just about the kind of questions you ask; it's about why you are asking them.

It is using questions to help the other person slow down and consider what he or she actually knows and recognize when he or she may be jumping to solutions based on assumptions not facts

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

But Humble Inquiry is not just about the kind of questions you ask; it's about why you are asking them.

It is using questions to help the other person slow down and consider what he or she actually knows and recognize when he or she may be jumping to solutions based on assumptions not facts

It is using questions to prompt the other person to step back and examine the basis of his or her impressions, ideas and claims.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

The key to doing Humble Inquiry is acknowledging you almost certainly don't know as much about the problem situation as the person who is trying to address the problem

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

The key to doing Humble Inquiry is acknowledging you almost certainly don't know as much about the problem situation as the person who is trying to address the problem

So you have to be thinking partners bringing together your experience with the problem solving process and the other person's knowledge of the problem situation

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

The key to doing Humble Inquiry is acknowledging you almost certainly don't know as much about the problem situation as the person who is trying to address the problem

So you have to be thinking partners bringing together your experience with the problem solving process and the other person's knowledge of the problem situation

Which is what makes Coaching for Development fundamentally different from Coaching for Correction

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

- It's not your role to judge the “correctness” of what they are thinking (in comparison to what you’re thinking.)

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

- It's not your role to judge the “correctness” of what they are thinking (in comparison to what you’re thinking.)
- It is your role to help them be more aware of what their ideas, claims and assertions are based on and if they are consistent with the PDCA process

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

- It's not your role to judge the “correctness” of what they are thinking (in comparison to what you’re thinking.)
- It is your role to help them be more aware of what their ideas, claims and assertions are based on and if they are consistent with the PDCA process
- In other words help them develop “Questioning Mind” and become more aware of what they actually know and how they know, and what they need to learn and how they can learn it

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questioning Mind

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questioning Mind

- **What do you actually *know*?**
  → How do you know it?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questioning Mind

- **What do you actually *know*?**
  → How do you know it?
- **What do you *need* to know?**
  →How can you learn it?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Questioning Mind

- **What do you actually *know*?**
  → How do you know it?

- **What do you *need* to know?**
  →How can you learn it?

Coaches can help others develop Problem Solving capabilities by prompting Questioning Mind.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

How can using Humble Inquiry to prompt Questioning Mind help others develop as problem solving thinkers?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

How can using Humble Inquiry to prompt Questioning Mind help others develop as problem solving thinkers?

Remember those two challenges of our human nature that are barriers to us doing sound problem solving thinking:

- Jumping from problem to solution?
- Acting based on the assumption we know more than we actually do?

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

How can using Humble Inquiry to prompt Questioning Mind help others develop as problem solving thinkers?

Remember those two challenges of our human nature that are barriers to us doing sound problem solving thinking:

- Jumping from problem to solution?
- Acting based on the assumption we know more than we actually do?

Humble Inquiry Questioning helps us be more aware of when we are doing them.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching for Development using Humble Inquiry Questioning to help others have Questioning Mind and become more aware in their problem solving thinking.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Coaching for Development using Humble Inquiry Questioning to help others have Questioning Mind and become more aware in their problem solving thinking.

A Short Demonstration After the Q&A

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

The Value-added of Coaching Using Humble Inquiry

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

The Value-added of Coaching Using Humble Inquiry

- Helping others see what they actually know and when they are jumping to solutions.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

The Value-added of Coaching Using Humble Inquiry

- Helping others see what they actually know and when they are jumping to solutions.
- Helping them stop and question what their ideas, impressions, claims and solutions are based on.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

The Value-added of Coaching Using Humble Inquiry

- Helping others see what they actually know and when they are jumping to solutions.
- Helping them stop and question what their ideas, impressions, claims and solutions are based on.
- While allowing them to solve their problems themselves.

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

Thank You,
David Verble

Hope you see you at

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

2014 Lean Coaching Summit

JULY 29-30, 2014

Lean Enterprise Institute

LEAN FRONTIERS

Join us in Long Beach, CA!

TOPICS COVERED

- Lean as a learning system
- Patterns of behavior and thinking that lead to a workforce of problem solvers
- How to assess your personal effectiveness as coach
- Questioning as a critical and learnable skill
- The role of servant leadership in the lean coaching model
- The optimal situation – coaches developing coaches
- TWI's role in developing front-line supervisors
- Management practices that stifle lean thinking

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

LTG

Question & Answer

with David Verble

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

A Short Demonstration

© David Verble, LTG, All Rights Reserved, 2014
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.